

## **AGENDA**

### **SPECIAL MEETING COMMITTEE ON ADMINISTRATION/INFORMATION SYSTEMS**

**April 3, 2006  
Aldermen O'Neil, Lopez,  
Smith, Forest, DeVries**

**6:30 PM  
Aldermanic Chambers  
City Hall (3<sup>rd</sup> Floor)**

1. Chairman O'Neil calls the meeting to order.
2. The Clerk calls the roll.
3. Chairman O'Neil advises that the purpose of the special meeting is to discuss the proposal presented by Mayor Guinta regarding reorganization of the administration of Traffic and Parking responsibilities.

*Note: additional information requested by Chairman O'Neil as follows:*

- a) Finance – no response;
- b) Highway – enclosed; and
- c) Traffic – enclosed.

**Ladies and Gentlemen, what is your pleasure?**

4. If there is no further business, a motion is in order to adjourn.



# City of Manchester

Office of the Mayor  
Hon. Frank C. Guinta

March 14, 2006

The Honorable Board of Mayor & Aldermen  
One City Hall Plaza  
Manchester, NH 03101

IN BOARD OF MAYOR & ALDERMEN

DATE: March 21, 2006

IN MOTION OF ALD. Forest

SECONDED BY ALD. Shea

VOTED TO refer to the Committee on  
Administration/Information  
Systems.

  
CITY CLERK

To the Honorable Board:

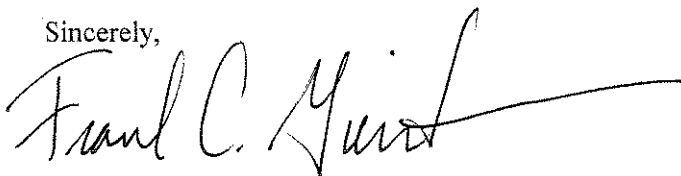
With the recent news of the retirement of Mr. Thomas Lolicata as Director of the Traffic Department, I have solicited the input of various public officials as well as leaders of the business community in order to help me determine the future of that department. I have considered both keeping it as a separate department as well as consolidating its functions into the Manchester Highway Department.

It is my considered opinion that in the interest of the public good as well as in the best interests of our taxpayers that a consolidation of the Traffic Department into the Highway Department occur forthwith, pursuant to Section 3.01(a) of the City Charter. I am therefore making the following recommendations:

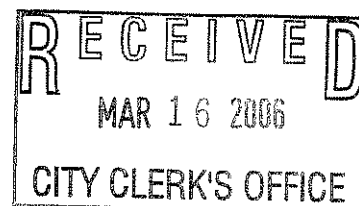
1. I am recommending that the Board of Mayor & Aldermen adopt the attached ordinance allowing me to name Mr. Frank C. Thomas as acting Director of the Traffic Department. I believe Mr. Thomas' appointment to this position will more easily facilitate a consolidation.
2. I am recommending that the city effectuate a consolidation of the Traffic Department based upon the attached worksheet provided to my office by Mr. Frank Thomas per my request. I have made some slight changes to the original proposal resulting in net savings of \$418,782 for FY 2007. (Please note that this proposal considers moving some parking operations into a soon to be announced Parking Enterprise.)

I am referring these recommendations to the Committee on Administration and ask the Board's consideration of this proposal.

Sincerely,



Frank C. Guinta  
Mayor



3

City of Manchester  
New Hampshire

*In the year Two Thousand and Six*

AN ORDINANCE

“An ordinance authorizing the appointment of an Acting Director of Traffic.”

BE IT ORDAINED, By the Board of Mayor and Aldermen of the City of Manchester,  
as follows:

- I. Acting Traffic Director. In the event of a vacancy in the office of Traffic Director the Mayor is hereby authorized to appoint Frank Thomas as Traffic Director to perform all duties assigned the Traffic Director by ordinance or the Board of Mayor and Aldermen. The Acting Director shall serve until a Traffic Director is appointed and qualified or until the Traffic Department is reorganized or consolidated pursuant to provisions of the City Charter. No additional compensation shall be provided to Frank Thomas for his appointment.

In conformance with the provisions of the City Charter, this ordinance shall require eight (8) affirmative votes by the Aldermen.

- II. This ordinance shall take effect upon its passage.
- 5

### TRAFFIC FUNCTIONS INTO THE HIGHWAY DIVISION OF DPW

Proposal(based on FY07 salaries): This proposal notes what can ultimately be accomplished assuming a shift of parking responsibilities out of the traffic operation.

1. Not filling the Traffic Director's Position and reassigning its duties to the Public Works Director. **Saving – salary/benefits = \$108,429**
2. Elimination of the Deputy Directors Position. **Savings – salary/benefits = \$94,991**
3. Assuming that parking issues will be assigned to the enterprise operation, the Administrator Service Manager position can be reassigned to the enterprise operation or the position can phased out. Financial duties, traffic/signage ordinances, and other administrative duties would be assigned to the Highway Division Administration (supported by engineering). **Savings – salary/benefits = \$73,827**
4. Move parking meter collection to a parking enterprise operation. This proposal would involve one Parking Meter Supervisor and one Traffic Meter Technician, as a minimum. One Technician would remain to perform meter repairs and to coordinate meter replacements and the addition of new meters with the sign/painting/maintenance crew. (We should be able to charge 100% of this employee's salary to the enterprise operation.) **Savings – salary/benefits = \$96,099.** An alternative would be to also include meter maintenance into the enterprise operation for additional savings - **\$45,434.**
5. Sign/Painting Section has 7 approved positions. I would propose an annually funded contract for line painting at a minimum of \$50,000. The sign/painting section could be reduced by one employee, which would cover the cost of an annual painting contract. **No Cost. Additional savings by not having to replace in the future a 20-year old painting truck at \$200,000 plus.** (Continue to use it now to paint roads resurfaced during the year – minor amount.)
6. The Signal Section has presently 3 employees. However, HR indicates that one position was added when an existing employee was seriously ill and by rights that position should be eliminated upon retirement. I would recommend keeping 3 employees in this section due to the amount of signals in the City.

**DOLLAR SAVINGS SUMMARY**

1. Eliminate Director's Position	\$108,429
2. Phase out Deputies Position	\$94,991
3. Phase out Admin. Service Manager	\$73,827
Subtotal	\$277,247
4. Reassign Parking Meters to Enterprise	\$141,533
5. Reduce Sign/Painting by One Tech Position	\$53,699
6. Add Annual Painting Contract	(\$53,699)
7. Keep 3 Signal Tech's	No Cost
Total	\$418,780



# CITY OF MANCHESTER

## Office of the City Clerk



Leo R. Bernier  
City Clerk

Carol A. Johnson  
Deputy City Clerk

Paula L-Kang  
Deputy Clerk  
Administrative Services

Matthew Normand  
Deputy Clerk  
Licensing & Facilities

Patricia Piecuch  
Deputy Clerk  
Financial Administration

Memo To: Frank Thomas  
Public Works Director

From: C. Johnson  
Deputy City Clerk

Date: March 27, 2006

Re: Alderman O'Neil, Chair Administration Committee  
(Information on Traffic/Parking reorganization proposal)

Alderman O'Neil has scheduled a special meeting of the Committee on Administration to be held on Monday, April 3 at 6:30 PM. The purpose of the meeting is to discuss the proposal presented by Mayor Guinta regarding reorganization of the administration of Traffic and Parking responsibilities.

Alderman O'Neil has requested you provide the Committee with written comments or information regarding the proposed reorganization of the parking and traffic functions, and that you be present at the April 3<sup>rd</sup> meeting.

C: Alderman O'Neil



**City of Manchester  
Department of Highways**

227 Maple Street  
Manchester, New Hampshire 03103-5596  
(603) 624-6444 Fax # (603) 624-6487

**Commission**

Edward J. Beleski  
- Chairman  
Joan Flurey  
William F. Houghton Jr.  
Robert R. Rivard  
William A. Varkas

Frank C. Thomas, P.E.  
Public Works Director

Kevin A. Sheppard, P.E.  
Deputy Public Works Director

**Memo To:** Administration/Information Systems Committee  
Alderman O'Neil, Chairman  
**From:** Frank Thomas *FT*  
**Date:** March 29, 2006  
**Subject:** Traffic Department Restructuring

You have asked for information on the Mayor's Proposed Traffic Consolidation/Restructuring Plan in order to assist your Committee in your deliberations.

Where as, Mayor Guinta based his proposal on my Proposed Consolidation Plan, prepared in 2002 at the direction of Mayor Baines, I believe the enclosed copy of this plan will be beneficial to the Committee.

The biggest difference in the two plans is that Mayor Guinta proposes the creation of a parking enterprise operation immediately where in 2002 the BMA was discussing a new parking management contract, which was a key part of my proposal. I believe Mayor Guinta envisions shifting all parking functions along with required related personnel over to this enterprise operation. These functions would include, as a minimum, administering the garage management operation, leasing spaces, and meter installation, maintenance and collection and the maintenance of surface lots. With these functions removed from Traffic, the Signal Section and Sign/Painting Section would be consolidated into the Highway Department as maintenance crews reporting to the Chief of Highway Operations. Payroll and financial support for these two crews would be performed through Highway Administration.

The duties and responsibilities of issuing and maintaining parking/traffic control records and ordinances will initially be covered by a combination of myself, my Deputy, my Administrative Service Manager, our Chief of Highway Operations and our engineering personal. In my proposal of 2002, this function would have been assigned to the existing Traffic Administrative Service Manager. However, under the Mayor's Proposal, these duties would have to be assigned to existing staff at the Highway Department. Until we have a clear understanding of the complexity of these issues, we would want to make sure there is adequate resources allocated to this function to avoid any delays in service. Eventually there will be a single point of contact for these issues once policies; procedures and standards are developed.

7

Page 2.

In my 2002 Proposal, it was suggested that a major line painting/stripping contract be funded annually and that the existing staff should be evaluated after consolidation to determine the proper staffing number resulting from this reduced workload. The Mayor's Proposal proposes an annual painting/stripping contract with an immediate reduction in staffing.

Presently there is some confusion over the actual approved number of Signal Technicians assigned to Traffic. It is my understanding that one of the Signal Technician Positions was approved as an interim position. However, in both my 2002 Proposal and in the Mayor's Proposal, three Signal Technician Positions are permanently established. In addition, in my 2002 Proposal, I suggested a need to evaluate these positions for potential upgrades due to the technical nature of these positions and the demands for their expertise from the private sector. I again would suggest that this evaluation by HR be conducted no matter what happens with the proposed restructuring of Traffic.

What is not mentioned in the Mayor's Proposal, but was an important recommendation in my 2002 Proposal was the creation of a Professional Traffic Engineer (Civil Engineer II) Position. This position at the entrance level based on the 2006 Compensation Schedule would cost the City in salary and benefits approximately \$66,000. It is my opinion that a City the size and with the economic growth of Manchester should have a professional specifically trained in traffic engineering.

I understand that there is some confusion over the AFSCME Master Contract as it pertains to seniority and layoffs. I am therefore, attaching Article 5, Seniority for the Committees review. Article 5.4 states, "No employee shall have the right to replace another employee in any classification by virtue of Department Seniority alone, except in the event of a permanent lack of work in any classification, those employees concerned in that classification shall be assigned to the next lower classification for which they are qualified and for which they have Department Seniority." This means that if a lower classified position is eliminated, that position has the right by department seniority to bump into a lower classification as long as he is qualified for the position. This does not mean he has the right to bump into a higher employee's classification even though the person in the higher class has less department seniority.

I would also like to restate again for the record my position on consolidations. First, I have no desire in taking over the duties and responsibilities of another department due to my present duties and responsibilities, which are quite extensive and slowly growing all the time. Secondly, I having no desire in taking over another department where it has been made perfectly clear that no one in a consolidating department will financially benefit from a consolidation. I ask, would you want to take on the additional duties of another department and that of two senior managers without any additional resources and/or compensation? However having said that, I have always done to the best of my ability what I have been directed to do and will continue to do so if and when this consolidation moves forward.



3B

Page 3.

Lastly, I would like to offer the following suggested changes to the proposed ordinance. First, I don't believe a person's name should be identified in an ordinance. In my opinion it should be the position, not the person. Secondly, the sentence that reads, "No additional compensation shall be provided to Frank Thomas for this appointment" in my estimation could be considered discriminatory. I understand that the BMA can propose any ordinance that it wishes and I clearly understand that the likelihood of the BMA authorizing any additional compensation to me due to this consolidation is practically nonexistent. However, I believe I should have the same rights as provided any other department head or employee in the City of Manchester and not be penalized, by name, in the form of a permanent record for being directed to take on more duties and responsibilities. (Upgrades for assuming more duties are included in Mr. Hobin's Restructuring Plan and also in the recently approved Health Departments Restructuring Plan.)

I believe the restructuring of the traffic/parking operations could result in benefits to the City if the will and desire is there to do so. I further believe the will and desire was present when Public Building Services was folded into the Highway Department. The successful results of this move in my estimation are very clear. If the will and desire is not there to do something with the traffic/parking operations, then I urge you to make a speedy decision in order to remove the cloud of uncertainty that presently hangs over the heads off my fellow City Employee's.

I will be available to answer any questions that you may have for me.

# CONSOLIDATION PROPOSAL

TRAFFIC DEPARTMENT

and

PARKS, RECREATION AND CEMETERY

DEPARTMENT

into

DEPARTMENT OF PUBLIC WORKS

OCTOBER 2002

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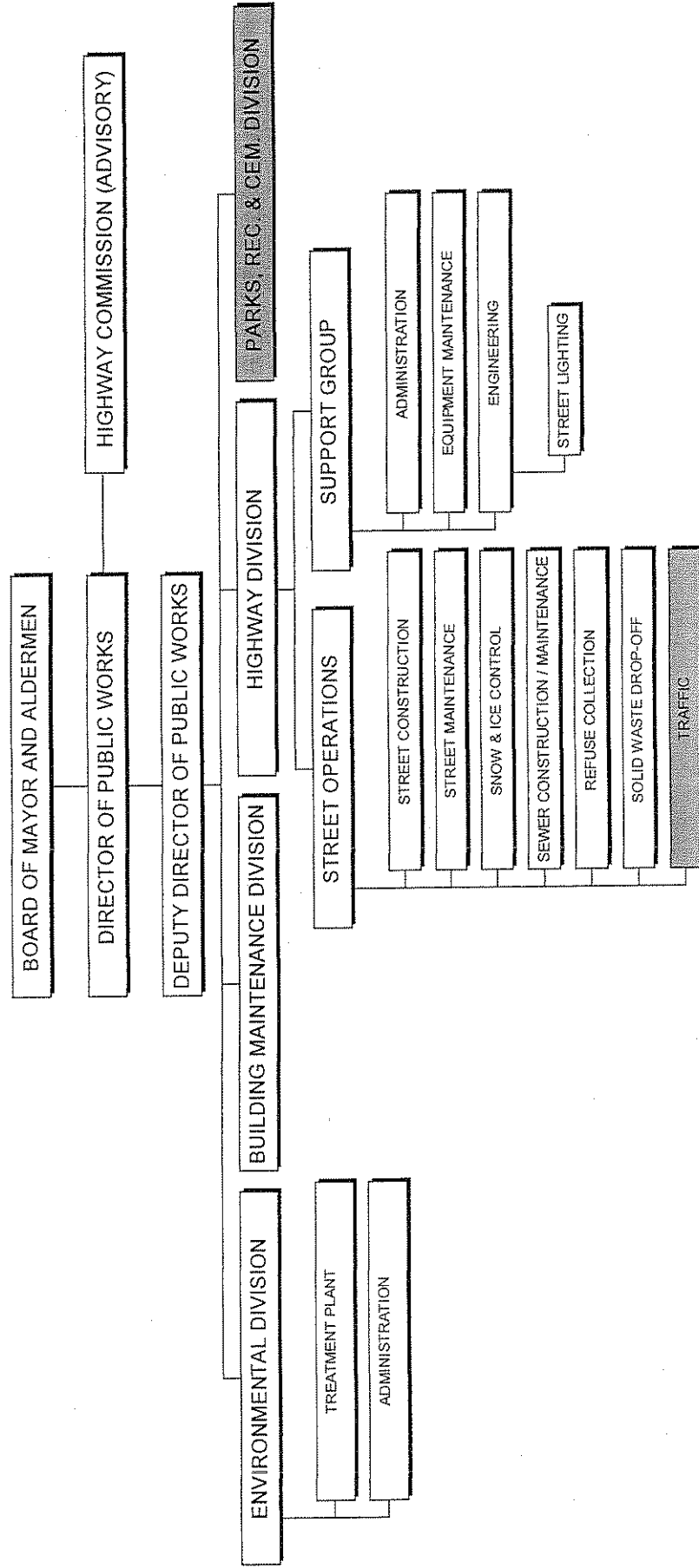
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## TABLE OF CONTENTS

Exhibit "A"	Proposed Department of Public Works Organizational Chart
Pages 1 – 6	Traffic Department Consolidation Proposal
Pages 7 – 11	Parks, Recreation & Cemetery Department Consolidation Proposal
Pages 12 – 13	Consolidation of Resources
Page 14	Conclusions
Exhibits, "B"	Existing Traffic Department Organizational Chart
"C"	Proposed Street Operations, Street Maintenance Section, Organizational Chart
"D"	Existing Parks, Recreation & Cemetery Department Organizational Chart
"E"	Proposed Parks, Recreation & Cemetery Division Organizational Chart
"F"	Existing DPW Current Administration Organizational Chart and Existing Parks, Recreation & Cemetery Organizational Chart
"G"	DPW Administration – Proposed Reorganization
"H"	Potential Future Savings and Costs
Attachments #1 -	Division of Public Works, Nashua
#2 -	Division of Public Works Administration, Nashua
#3 -	DPW Engineering Department, Nashua
#4 -	Parks and Recreation Department, Nashua
#5 -	Street Department, Nashua
#6 -	Waste Water Treatment Plant, Nashua
#7 -	Traffic Engineering & Operation and Weights & Measures, Nashua
#8 -	Solid Waste Department, Nashua
#9 -	Edgewood Cemetery, Nashua
#10 -	Woodlawn Cemetery, Nashua

# PROPOSED DEPARTMENT OF PUBLIC WORKS

## ORGANIZATION CHART - SEPTEMBER 2002



3B

## TRAFFIC DEPARTMENT

(See Exhibit "B" for existing organizational chart.)

### Proposed Consolidation and Restructuring

1. After reviewing the duties and responsibilities of the Traffic Department, it is my opinion that this organization should not be involved with the daily operations and maintenance of our parking facilities. The focus of this operation should be on signage, street markings and traffic control devices. Therefore, it is recommended that the City should enter into an all encompassing Parking Management Contract, which would include the operation and normal daily maintenance (including snow removal and the leasing of spaces) for all parking structures and outside lots. The collection of all parking meter revenues should also be accomplished by this contract. By implementing this recommendation, the City places the responsibility for all phases of managing these facilities under an expert in the field. This firm should be able to maximize both the use of existing facilities and revenues for the City, while minimizing operating costs.

It is my understanding that the City has gone through a procurement process to bring on a new Parking Facilities Management Firm and that the Mayor is recommending moving forward with this procurement. I would strongly suggest that any contract with a new vendor for management services have the ability on the part of the City to be amended in order to expand these services to accommodate our recommendations. Provisions should also be made in this new contract to employ existing parking facility employees who have the experience and a working knowledge of our parking facilities. This experience would be difficult to replace.

3B

Due to the long term commitment to utilize the Center of New Hampshire's, Management Firm for the Center Garage, I would suggest negotiations begin immediately in an attempt to end this agreement and to fold this facility under this new City Management Contract. If this fails, the new City's Parking Facilities Manager should provide administrative oversight to the management and operation of the Center of New Hampshire Garage.

It is recommended that the Department of Public Works (DPW) perform the oversight and administration of this City Parking Facilities Management Contract. The DPW will also continue to administer any long-term capital improvements to these facilities.

As previously noted, parking meter collections will be performed as a function of the Parking Facilities Management Contract. However, it is also recommended that parking meter maintenance continue to be performed by City staff. As a result, the existing Parking Meter Crew consisting of three employees can be phased down by this proposal to one Parking Meter Technician performing meter repairs and coordinating meter replacements as part of the Sign/Painting Crew.

*There will be an increased cost of this parking management contract over the existing or newly proposed management contract due to the recommended expanded scope of services. However, it will be somewhat offset by savings in the existing Traffic Department's Operating Budget (salaries, benefits, snow removal and other maintenance related line items). In addition, increased parking fees could be justified in order to cover the increased management contract cost. Lastly, effected existing City Employees should be given the every opportunity to post for other City positions as they transition out of traffic*

3B

operations. (Two-employees affected.) See Exhibit "H", Savings and Costs.

2. The City should commit to fund an annual contract to perform street line painting (striping) in the City. This work could be funded in the operating budget and performed in the spring of each year. The benefit would be that the work would get accomplished early and in a shorter period of time. (Nashua recently contracted for 1,000,000 linear feet of pavement markings plus related work for \$47,000. They also request State reimbursement in the amount of \$19,000 to offset their costs.)

The existing paint crew would be utilized for painting stop lines, crosswalks, specialty pavement markings and parking lot striping. (School parking lots could be striped and charge backed to the School Department.) This crew also installs traffic signs and assists in the installation and removal of parking meters. This work would continue. Once consolidated, this crew will be evaluated to determine the most cost effective crew size for their remaining duties and responsibilities.

*Initially there will be an increase in costs to fund an annual painting contract. These costs will be somewhat offset by savings in operating budget expenses and the need to budget for the operation, maintenance and replacement of the expensive "striping truck". In addition, possible future reductions in the staffing of the Sign/Painting Crew will further offset these increased costs. The immediate benefit of the implementation of this recommendation is that City streets will be striped early in the season and the Sign/Painting Crew will be available to perform work which they very rarely had time for in the past. See Exhibit "H", for Savings and Costs.*

3. The Traffic Signal Section is responsible for the operation and maintenance of all mechanical traffic control devices in the City. A Signal Technician Supervisor and a Traffic Signal Technician carry out these technical responsibilities single handedly. This crew until recently had a second Traffic Signal Technician Position which was lost because it couldn't be filled at it's present salary range. It is recommended that the lost Traffic Signal Technician Position be authorized for filling and that all three positions be evaluated for possible salary upgrades or a salary enhancement, due to the essential nature of this work and the difficulty in filling positions.

*Whether this proposed consolidation moves forward or not, this recommendation should be given serious consideration due to the volume of infrastructure these two employees maintain without any backup. There is an increased cost connected with this recommendation. However, proper maintenance, will over time, reduce the need for emergency repairs on overtime, saving salary costs. See Exhibit "H", for Savings and Costs*

4. Ultimately, the reduced Traffic Department operations will be consolidated as activities into the Street Maintenance Program area of our ROW Infrastructure Maintenance Function, supervised by the DPW's, Chief of Highway Operations. (See Exhibit "A" & "C") When this proposed move has been accomplished, it is proposed to upgrade the existing Traffic Departments, Service Manager I, Grade 16 to a Highway/Traffic Supervisor III, Grade 19. This Supervisor would work out of the existing Traffic Facility and would be the immediate supervisor of the Sign/Painting Crew and the Traffic Signal Crew. In addition to other administrative duties such as overseeing the Parking Management Contract, Parking Ordinances, etc.



*There will be a slight cost to upgrade the existing Service Manager I, Grade 16 to a Highway/Traffic Supervisor, Grade 19. See Exhibit "H", for Savings and Costs.*

5. As a result of the above proposal to consolidate the Traffic Department into activities under the Street Maintenance Program area of our ROW Infrastructure Maintenance Function, it is recommended that the positions of Traffic Director and Deputy Traffic Director be phased out. These two individuals have given the City many years of dedicated service and should be treated with dignity and respect as we transition into the final consolidation. It is suggested that "directed buyouts" possibly involving medical benefits or time towards retirement be investigated for these two individuals.

*The phasing out of these two positions will ultimately result in substantial savings in salary and benefit costs. These savings can be used to offset some of the costs resulting from proposed expanded or changed services. See Exhibit "H", for Savings and Costs.*

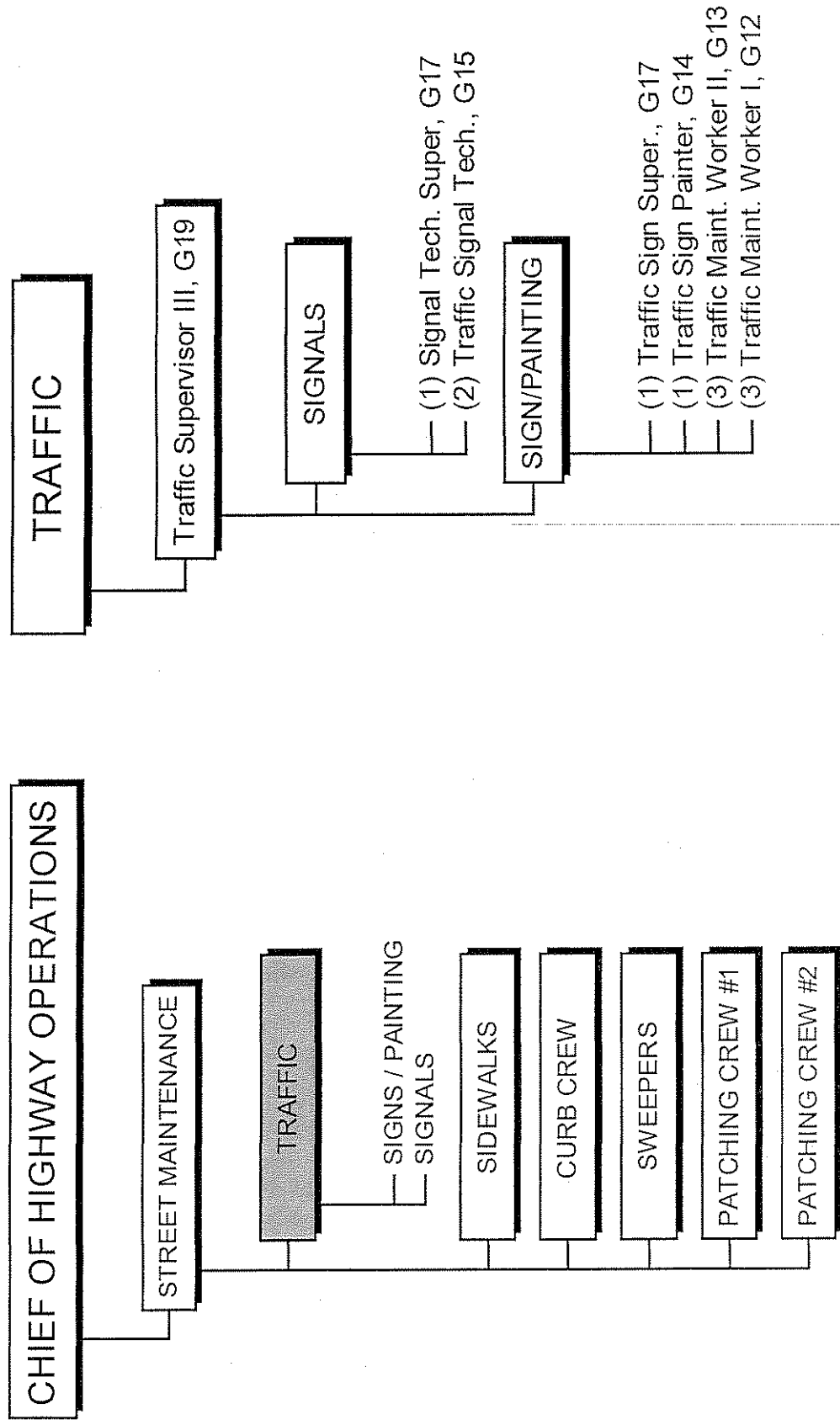
6. A key element in the successful implementation of this consolidation is the immediate establishment and filling of a Traffic Engineer Position. This would be a professional level position at a Grade 21, having expertise in municipal traffic engineering. The position would work out of the Engineering Section of the DPW, but would have a close working relationship with the newly established Highway/Traffic Supervisor III working out of the old traffic facility. This position would review or perform the design of signal systems, traffic studies, traffic calming measures, parking control measures, etc.

The duties of a Traffic Engineer are presently divided and performed by City staff at the Planning Department, the Traffic Department and the DPW. However, no one City employee specializes in this field. Whereas, most municipalities the size of Manchester have a Traffic Engineer on staff or has a consultant on a retainer basis to perform these duties. (Nashua as an example has two Traffic Engineers on staff.) In some cases, a municipality will have both a Traffic Engineer on staff and a consultant under retainer. During the implementation of this consolidation, there may be a need to utilize consultant services depending how rapidly the existing employee's transition out and/or how quickly a Traffic Engineer could be brought on.

*There will be an increased cost to the City resulting from the implementation of this recommendation. However, this position could assist in the decision making process for developments in determining the scope of traffic impacts. Additionally, this position will insure proper on site and off site improvements are implemented if the decision is made to let the project move forward. This advice will minimize the need for costly improvements in the future to mitigate congestion. Lastly, a policy for traffic calming measures could be developed and implemented by this position. See Exhibit "H", for Savings and Costs.*

3B

# PROPOSED STREET OPERATIONS STREET MAINTENANCE SECTION



3B

**Potential Future  
SAVINGS AND COSTS  
( Approximate)**

**TRAFFIC DEPARTMENT**

Garage Management Costs

Existing Management Contract	\$ 34,380.00
Existing Manpower Costs	\$ 645,606.00
Existing Expenses	\$ 216,639.00
Leases - Expenses	<u>\$ 546,323.00</u>
Total:	\$ 1,442,948.00

Proposed Management Contract	?
Expanded Management Contract	?
Proposed \$5 Registration Fee	?
Proposed Rate Increase	?

	<u>Savings</u>	<u>Costs</u>
<u>Meter Positions</u>		
Meter Supervisor, G15	\$ 42,000.00	
Meter Technician, G12	\$ 38,800.00	
<u>Striping (Painting)</u>		
Painting Truck (Replacement Cost: \$325,000) 1986 (16 years old) Replacement costs @ 5% over 20 yrs.	\$ 25,000.00	
Annual Maintenance / Fuel Costs	\$ 2,500.00	
Supplies and Future Personnel Costs	Not Included	
New Contract Costs (\$50,000 - \$15,000 State)		\$ 35,000.00
<u>Signal Technicians</u>		
Signal Tech. Supervisor, G17 to G18		\$ 2,800.00
Signal Tech., G15 to G16		\$ 2,700.00
Signal Tech, G16 (Vacant)		\$ 43,000.00
<u>Administration</u>		
Service Manager-I, G16 to Traffic Supervisor-III, G19		\$5,200 to \$9,700 ( say \$7,450 )
Traffic Director, G24	\$ 89,000.00	
Deputy Traffic Director, G22	\$ 80,400.00	
Traffic Engineer, G21	<u>                    </u>	<u>\$ 60,000.00</u>
Totals:	\$ 277,700.00	\$(150,950.00)
Total Savings:	\$ 126,750.00 +/-	

Exhibit "H"

ARTICLE 5  
SENIORITY

5.1 There shall be two types of seniority:

- (a) Department Seniority
- (b) Classification Seniority

Department Seniority shall relate to the time an employee has been continuously employed by the Department.

Classification Seniority shall relate to the length of time an employee has been employed in a particular grade classification.

5.2 Department Seniority shall prevail in matters concerning layoffs and rehiring. Qualified and available permanent employees shall be reinstated before new employees are hired.

5.3 Department Seniority shall be the type considered in matters concerning "promotions" and "transfers" as set forth in Article VI of this Agreement.

5.4 No employee shall have the right to replace another employee in any classification by virtue of Department Seniority alone, except that, in the event of a permanent lack of work in any classification, those employees concerned in that classification shall be assigned to the next lower classification for which they are qualified and for which they have Department Seniority. Effective January 1, 1983 such employees shall retain their same rate of pay for a period of 12 months from the date of such reduction in classification and pay grade. After 12 months the employees will be reduced to the proper pay step in the lower pay grade.

Displaced employees in those lower classifications shall have the same rights of reassignment as referred to in this Section 5.4.

5.5 Upon receiving a promotion an employee's name shall be entered at the bottom of that particular classification seniority list to which he/she has been promoted, regardless of his/her Department seniority, and he/she shall be considered to be the junior or youngest employee in that classification regardless of the Department seniority of other employees already in that job, until such time as other promotions are made into this classification. New promotions shall be entered at the bottom of that particular classification seniority list concerned.

11

ARTICLE 5 - SENIORITY (continued)

5.6 Until an employee has served the six (6) month initial probationary period, it shall be deemed that he/she has no seniority status, and he/she may be discharged or laid off with or without cause, and such discharge or layoff shall not be subject to the grievance procedure.

5.7 An employee shall not forfeit seniority during absences caused by:

(a) Illness resulting in total temporary disability due to his/her regular work with the Department involved, certified to by an affidavit from Workmen's Compensation Carrier.

(b) Illness not the result of his/her misconduct, resulting in total temporary disability, certified to by a physician's affidavit every three months.

(c) Maternity Leave will not affect the seniority of an employee.

(d) If the probation period for a school nurse is extended due to the school summer vacation, subject to Articles 7.6 and 7.7 of this Agreement, the B3 Merit step will be granted eighteen (18) months after the date of hire as a full-time employee, if the school nurse receives a satisfactory B3 evaluation.

5.8 An employee shall lose his/her seniority for, but not limited to the following reasons:

(a) If an employee is discharged and if such discharge is not overruled by an appropriate authority.

(b) If he/she resigns.

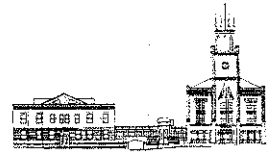
5.9 The employees' present classification seniority as of the effective date of this contract, shall be the only type of seniority considered for the purpose of establishing the classification seniority system called for in this Article. This classification seniority must have been continuous in nature to merit consideration under this section.

5.10 The preparation and maintenance of the Department and Classification Seniority Rosters shall be the responsibility of the City, approved by the Union, and is to be a part of this Agreement. The Department and Classification Seniority lists are to be drawn up and posted once a year in January.



# CITY OF MANCHESTER

## Office of the City Clerk



Leo R. Bernier  
City Clerk

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Memo To: Jim Hoben  
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From: C. Johnson  
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Date: March 27, 2006

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C: Alderman O'Neil

3c

**CITY OF MANCHESTER**  
*Department of Traffic*



Thomas P. Lolicata  
Traffic Director

James P. Hoben  
Deputy Traffic Director



Administrative Services Manager  
Denise Boutilier  
Email: [dboutilier@ci.manchester.nh.us](mailto:dboutilier@ci.manchester.nh.us)

March 29, 2006

Alderman Daniel O'Neil, Chairman  
Committee on Administration/Information Systems  
One City Hall Plaza  
Manchester, New Hampshire 03103

Dear Alderman O'Neil:

Mayor Guinta has proposed to fold the Traffic Department into the Highway Department and abolish certain positions. This is not the first time this has been proposed, but with the retirement of Director, Thomas Lolicata, it is being resurrected.


Mayor Guinta's consolidation proposal has produced strained relationships among city staff. This consolidation proposal, which eliminates positions, lowers the morale of city employees. Any Human Resources Director would tell you that employees are the greatest assets in the organization, private or public. Employees should be embraced and tapped for their knowledge and experience.

This consolidation proposal discards experienced, dedicated and long-term employees who have given their lives to city employment. I urge this committee to compromise so we may have "peace with honor" and get on with serving the community. The committee can take the "high road" and develop a plan that accomplishes its needs, or it can take the "low road" and lose its opportunity to compromise. Layoffs can be avoided and cost savings can be realized. Open communication leads to cooperation.

In closing, attached please find a suggestive plan that will lead the Traffic Department in a new direction.

I look forward to answering any and all questions.

Sincerely,

  
James P. Hoben  
Deputy Traffic Director

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2



3c

## **SUGGESTIVE PLAN**

### **CURRENT DEPARTMENT FUNCTIONS**

- Traffic signals
- Traffic signs and pavement markings
- Parking management

### **PROPOSED NEW MISSION AND FOCUS**

- Responsive, focused organization with objective of reliability, safety and constituent service in traffic signals, signage and pavement markings
- Active and knowledgeable management of the parking system to promote public convenience, economic development and revenue objectives

### **RATIONALE**

- **TRAFFIC DEPARTMENT SHOULD CONTINUE TO BE AN INDEPENDENT DEPARTMENT OF THE CITY WITH A RENEWED FOCUS ON SERVICE AND SUPPORT TO:**
  - The Mayor, Board of Aldermen and its committees for responsive constituent service on traffic operations (signals, signage and pavement marking programs)
  - The Mayor, the Traffic Committee, the Economic Development Department, and their constituencies for focused and responsive coordination of parking facility policies and management
  - The Mayor, Board of Aldermen and Finance Department for clear focus on cost management and revenue enhancement consistent with the City's overall objectives

In order to strengthen the link between downtown development and traffic/parking operations, formalize an approach whereby parking and selected traffic operations accepts the leadership, guidance and direction of the Economic Development Director.

### **STRUCTURE TO ACCOMPLISH THIS NEW EMPHASIS INCLUDES:**

- Eliminate Director position, approximate savings \$109,000.00 including benefits
- Flatten the organization by reclassifying the Deputy Director, James Hoben, to Traffic Operations Manager, Grade 24, A1 – approximate \$106,000 including benefits
- Reclassify the Administrative Services Manager, Denise Boutilier, to Parking Operations Coordinator, Grade 21, A1 – approximate \$86,000 including benefits
- Establish the parking system with a self-supporting enterprise fund – have Finance Department do the analysis
- Hire a Customer Service Rep. to provide support to traffic and parking operations, approximate \$32,000 including benefits.
- Eliminate the open budgeted Parking Meter Technician position and create a third Traffic Signal Technician position with those funds
- Retain and cross train all Traffic Department employees including new garage hires to better utilize staffing needs

### **OPPORTUNITIES**

- System-wide evaluation of opportunities for new meters, supporting economic development, constituent service and revenue enhancement objectives
- **NEW METER LOCATIONS – APPROX. 50 METERS**
  - Spring St., south side, from Plaza Dr. to Elm St.
  - Plaza Dr. both sides, from Mechanic St. to Spring St.
  - Cedar St. south side, from Elm St. to Willow St.
  - Pine St. east side, from Auburn St. to Lake Ave.
  - Amherst St., north side, from Vine St. to Chestnut St.
  - Convert the current 2-hour meters to a 4-hour meter on selected side streets off Elm St. to provide opportunities for customers of restaurants. They currently have to illegally feed meters.
    - Approximate proposed revenue increase - \$30000
  - Initiate pilot program of PAY and DISPLAY meter system
- Evaluate expanding the responsibilities and services of the department to address, in addition to traffic signals and traditional signage, so-called orphaned functions including Amoskeag historic lighting, parking lot lighting, downtown

3c

electric pedestals, Christmas and other decorative lighting in the downtown area, city park lighting and controls, exterior lighting for municipal buildings and associated lighting and conduit;

- Additional signal technician
- Review striping operations upon receipt of audit report
- Evaluate cost reduction and revenue enhancement scenarios for municipal parking lots and garages, including metering and permit policies
- Eliminate the garage contract for Victory Garage and hire the current Victory Garage employees. New city employees to provide maintenance and security – approx. net savings \$88,000

**ADVANTAGES OF CITY OPERATION OF GARAGE – USING HANGTAG SYSTEM**

- SIMPLICITY OF SYSTEM
- CONTROL OF OPERATION
- CENTRALIZED ACCOUNTABILITY
- OPERATIONAL COSTS SUBSTANTIALLY REDUCED
- CITY EMPLOYEES PROVIDING MAINTENANCE/SECURITY
- PROVIDES DOWNTOWN RESIDENTS LONGER HOURS OF FREE PARKING
- HOURS OF ENFORCEMENT WILL BE UNIFORM THROUGHOUT THE CITY
- MARKETING CAPABILITY TO BE ENHANCED BY CITY CONTROL

- Establish the Victory Garage as metered and permit parking and increase rates – lower rate on roof top – to reflect the market rate -
  - Hour of enforcement – 8am-8pm Monday-Friday
    - Parking Control officers to enforce
    - Approximate proposed yearly revenue increase of \$110,000
- Explore the concept of selling Victory Garage wall space for private advertisement
- Increase parking rates for Downtown surface lots - to reflect the market rate – approximate proposed increase in yearly revenue \$50000

3c

SUMMARY PROPOSED COST/SAVINGS

	<u>CURRENT</u>	<u>PROPOSED</u>
ELIMINATE DIRECTOR POSITION	109000	0
RECLASSIFY DEPUTY DIRECTOR JAMES HOBEN TO TRAFFIC OPERATIONS MANAGER	94000	106000
RECLASSIFY ADM. SERVICES MANAGER, DENISE BOUTILIER, TO PARKING OPERATIONS COORDINATOR	73000	86000
CREATE CUSTOMER SERVICE REP.	0	32000
ELIMINATE PARKING METER TECHNICIAN AND CREATE THIRD SIGNAL TECHNICIAN	45000	45000
	321000	269000
<u>NET SAVINGS</u>		<u>\$52,000</u>
ELIMINATE GARAGE CONTRACT HIRE EMPLOYEES	306000	223000
ADD METERS/PERMITS IN GARAGE AND INCREASE RATES	580000	690000
INCREASE RATES IN SURFACE LOTS	474000	524000
<u>ADDITIONAL METERS INSTALLED</u>	0	30000
	1,360,000	1,467,000
<u>NET INCREASE</u>		<u>\$107,000</u>
<u>TOTAL NET SAVINGS AND NET INCREASE REVENUE</u>		<u>159,000</u>